PMBOK® 7e Update for *CPM 4e* for Chapter 3 Chartering Projects

***PMBOK® 7e* Domains Impacting Chapter 3**

Stakeholders
Team
Development approach and life cycle
Planning
Measurement
Uncertainty

Charters may be impacted by several portions of *PMBOK® Guide 7e*. Depending on the format being used for charters, some of these points may be captured directly in a good project charter while others may at least influence the thinking and discussion as the charter is being developed.

Stakeholders

A primary purpose of creating a charter is to engage proactively and align with your customer by understanding what their vision for the project is and what outcomes they are trying to obtain. The chartering process ideally starts a two-way communication between the project team and key stakeholders. The project team and stakeholders begin to develop productive working relationships, reach agreement on objectives, and enhance stakeholder satisfaction.

Team

The charter is a good tool to begin team development by leaders sharing a project vision and objectives and beginning to create an environment that encourages team members to work collaboratively. Team roles and methods may be enumerated in a project charter or in an associated team charter. The conversations started in the act of chartering set the stage for transparency and trust.

Development approach and life cycle

Charters are used to show an overall project plan at a high level and gain commitment and understanding from at least the sponsor, project manager and team, but maybe also key stakeholders. As such, the charter should indicate the development approach to be taken – whether it is predictive, hybrid in either iterative or incremental fashion, or adaptive (agile). The development approach will largely depend on the project type and uncertainty associated with requirements. Whatever the approach, each project phase should show exit criteria.

Planning

Project teams should plan enough to meet stakeholders' expectations, but no more. Predictive projects may have clearly stated acceptance

criteria in the charter for the ending delivery of each phase. Often milestones are identified and included in the charter. Adaptive projects may have definition of done for the first iteration or early delivery and a roadmap or epics describing the ongoing project direction.

Measurement

Stakeholders want reliable understanding of project status and actionable data to keep project performance on track. As such, a charter may include both the high-level plan of what is expected to be done at various times and the indicators to judge progress. Charters may ideally include a few metrics that are SMART (specific, meaningful, achievable, relevant, and timely) to enable teams to understand what they need to develop, assure stakeholders that progress is satisfactory, and enable both to predict the future project results.

Uncertainty

Projects need to consider and manage uncertainty, ambiguity, complexity, volatility, and risk. Teams may consider alternative approaches to combat uncertainty and volatility. They may handle ambiguity by progressive elaboration and prototypes. Teams deal with threats (negative risk) by avoidance, escalation, transfer, mitigation, or acceptance and with opportunity (positive risk) by exploiting, escalating, sharing, enhancing, or accepting.